

Minutes

RTA Organizational, Services and Performance Monitoring Committee Meeting

10:07 a.m., December 6, 2022

Committee Members: Biasiotta (Chair), Moss (Vice), Weiss, Welch

Other Board Members: Joyce, Koomar, Lucas, Pellot **Not present:** McCall

Staff: Benford, Birdsong Terry, Bober, Burney, Capek, Caver, Colonna, Dangelo, Davidson, Feke, Ferraro, Fesler, Fields, Fleig, Freilich, Garofoli, Gautam, Jarrous, Jones, King, Kirkland, Lincoln, Martin, Miller, Morris, Mothes, Nix, Peganoff, Ponder, Schipper, Sutula, Talley, Tarka, Walker-Minor, Young

Public: Battle, Bortolotto, Edman, Gibbons, Goodwin, Huang, Julien, Rankin, Romanoff

The meeting was called to order at 10:07 a.m. Four (4) committee members were present.

RFP Procurement for Off-Site Medical Examinations and Speciman Collections Services

Scott Ferraro, Sr. Director, Labor and Employee Relations, Compliance and Nikki Ponder, Contract Administrator, gave the presentation.

Drug and alcohol testing and medical services are required by GCRTA policy, the Department of Transportation, and the Federal Transit Administration per 49 CFR Part 40 and Part 655, to ensure that public safety is protected.

Scope of Work

- GCRTA sought proposals from health clinics to provide specimen collection, alcohol testing, and medical related services
- This was solicited as a three-year contract with two, one-year options for renewal

Drug & Alcohol

- Approximately 2,400 specimen collections and breath alcohol tests completed each year.
GCRTA and FTA required tests include:
 - Random
 - Post-Accident
 - Pre-Employment
 - Reasonable Suspicion
 - Substance Abuse Professional Follow-up

Medical Services

- Pre-Employment Medical Examinations
- Fitness-For-Duty Examinations
- Biennial Examinations
- Safety Related Examinations
- Hepatitis and Flu shots
- Other Occupational Health Services as required

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The RFP was issued on August 1, 2022. It was accessed on the GCRTA website by 11 interested parties. Two firms proposed. The evaluation panel consisted of several RTA departments using evaluation criteria. The recommended firm is Occupational Health Centers of Ohio, P.A., Co. dba Concentra Medical Centers located in Cleveland, Ohio. The DBE Goal of 20% will be met by using AKA Team located in Cleveland, Ohio.

The firm was established in 1977. They have been GCRTA's medical services provider since 2018. They are compliant with the GCRTA's policies, and Department of Transportation and Federal Transit Administration regulations. Recent clients include: GCRTA, New Jersey Transit, Cuyahoga County, and Cleveland Metropolitan School District, and the City of Cleveland. There has been a significant price increase from 2017 contract:

- Concentra purchased OccuCenters dba Eastside Occupation Health Centers (previous vendor) during the previous contract term.
- Increase of testing and physicals caused by hiring attrition.
- Changes in qualifications/certifications of staff (they use medical doctors in lieu of physician assistance and nurse practitioners)

Staff requests that the Organizational Services and Performance Monitoring Committee recommend to the Board of Trustees the award to Occupational Health Centers of Ohio, P.A. Co. dba Concentra Medical Centers in an amount not to exceed \$979,110.00 for the base three years, and in an amount not to exceed \$326,370.00 for each option year, for a total contract amount not to exceed \$1,631,850.00 for the five-year period.

Mayor Biasiotta asked how this contract compares to the last contract. Ms. Ponder said the previous base contract was \$460,000.00. The option years was \$153,588.00 with a NTE amount of \$767,000.00 for a five-year period. It was moved by Mayor Biasiotta, seconded by Mayor Weiss and approved for move to the full Board.

Performance Management Services

India Birdsong Terry, General Manager, and CEO and Ashley Bober, Contract Administrator gave the presentation. The survey work TransPro was doing is not in this contract. This will ensure we come out from the consultant world. A separate survey contract will be presented in January.

Strategic Performance Management & Engagement Services

- Redefined GCRTA mission and vision statements
- Developed performance metrics, success outcomes and divisional scorecards with executive leadership

Continuum of Work Engagement

- Integrate scorecards into performance management process for project oversight and continuous improvement
- Develop framework for measuring short vs. long-term success

Continuum of Work Engagement

- Continuous oversight of organizational progress through customer surveying, industry proven net promoter scoring process and divisional scorecard management.
- Engagement with GCRTA riding public, stakeholders and executive management to determine customer impression, feedback and alignment with quarterly agency goals and departmental work effort.

Redefining Mission and Vision:

- TransPro Consulting guided the development of new mission and vision statements with executive management team in Q1 2020
- **Defined “Why We Exist”**
 - our purpose as an organization, community partner and business entity
- **Defined our Vision**
 - interpretation of success, and future ideal state
 - inspiration for daily commitment to excellence

Success Outcomes & Scorecard Development

Primary Strategic Focus Areas

- Customer Experience – safe, clean, on-time vehicles
- Community Value – Diversity, OEO, community partnerships, special event management
- Financial Sustainability
- Employee Growth/Engagement – Training, COMTO, EWT, APTA

Working with the Transpro model helps us compare ourselves to other systems nationally.

Measuring Our Success

Customer Experience

- Net Promoter Score
- Overall Customer Satisfaction
- On-Time Performance Impression
- On-Time Performance Actual
- Safety Impression
- Safety Actual Incidents

This allows us to diagnose the program, come up with a solution and come back to the community. The RTA Cleans Program is an example of this.

Financial Sustainability

- Percent of Committed Funds to the Capital Fund Goal
- Percent of Operating Expense Covered by Own Source Revenue
- Overall Operating Cost/Revenue Hour
- Overall Customers/Revenue Hour

Community Value

- Community perception of access to service, employment, and that transit investment occurs where needed
- % of jobs accessible by transit within an hour
- % of public subsidy for operations
- GCRTA capital investment

Employee Growth/Engagement

- % of employees who:
 - agree supervisors are invested in growth/success
 - understand vision and how performance is linked to company success
 - recommend GCRTA as a good place to work
 - find training valuable
- Hours of Training Per Capita

Continuum of TransPro Work Engagement

Value-Add

Benefit of 3rd party expertise to implement and integrate data management and overall performance management framework, so staff can sustain it from 1st year to 2nd year, and future years

Sustained Continuous Improvement:

- Quarterly performance reporting
- Metric/goal calibration
- Industry comparison studies and best practice insights from transit agencies
- Innovation

TransDASH is a databased offered by TransPro where we can look at national data.

Procurement Overview

This is a sole source with TransPro Consulting. Procurement requested a proposal on November 18, 2022. Proposal was received on November 28, 2022. A 0% DBE Goal was assigned.

Section 306.43 (H)(6) of the Ohio Revised Code states that a sole source procurement is authorized when a “purchase substantially involves services of a personal, professional, highly technical, or scientific nature, including but not limited to the services of an attorney, physician, surveyor, appraiser, investigator, court reporter, adjuster, consultant, or licensed broker or involves the special skills or proprietary knowledge required for the servicing of specialized equipment owned by the regional transit authority”.

Sole source with TransPro Consulting

- Specialized engagement is needed to build a continuum of work from the mission and vision and the strategic performance management engagements completed in 2020, 2021, and 2022
- Need for familiarity and continuity with GCRTA executive leadership, staff, mission and vision, and overall business

The evaluation panel members were comprised of the GM/CEO and various RTA DGMs and Procurement using evaluation criteria.

Recent Clients

- Greater Cleveland Regional Transit Authority
- Capital Metropolitan Transportation Authority
- Charlotte Area Transit System
- Hillsborough Area Regional Transit Authority
- Regional Transportation Commission of Southern Nevada
- Kansas City Area Transportation Authority
- Memphis Area Transit Authority
- South Florida Regional Transportation Authority

TASK	YEAR 1	YEAR 2
Project Management	\$ 11,580	\$ 11,927
Traction Support & Quarterly Reporting	\$ 71,692	\$ 73,843
Integration of Data & Metrics	\$ 13,440	\$ 13,843
Performance Evaluations	\$ 26,360	\$ 27,151
TransDASH License	\$ 60,000	\$ 60,000
TOTAL	\$ 183,072	\$ 186,764

Original Contract

- \$199,004.00 – 15-month duration
- Change Order No. 4 added 3rd and 4th quarter data collection and quarterly reporting mechanics and implementation for \$13,309.00.

New Contract

- The negotiated amounts NTE \$183,072.00 for the first 12 months and NTE \$186,764. 00 for the second 12 months incorporate the same services provided under the current contract and CO#4.

These annual totals compare favorably to the \$212,313.00 paid under the original contract for those same services. TransPro completed survey work for RTA in 2022. But a separate contract will be brought to the Board next month for customer and community value surveys.

Staff requests that the Organizational, Services & Performance Monitoring Committee recommend an award to TransPro Consulting in an amount not to exceed \$183,072.00 for a one-year period, and in an amount not to exceed \$186,764.00 for one, one-year option, for a total contract amount not to exceed \$369,836.00.

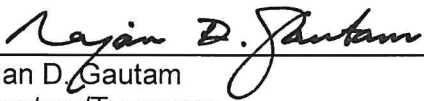
Ms. Moss asked what percentage of the market does Transpro have and who are they comparing us to. Ms. Birdsong Terry said the list on the slides are the recent clients of TransPro, but they have a larger list of clients that are larger or smaller in size. They may have 15-20 clients on a national scale. There is market data that is comparable to RTA in the mid-range. RTA is considered a mid-size transit agency. This model goes beyond TransPro. It's a national model that is getting traction. She believes we must look at community value, community engagement and employee engagement and not just ridership.

Ms. Moss asked is the data national only for mid-market or for everybody? She asked for a list of all Transpro contracts and the amounts and a copy of the presentation. Ms. Bober said there were two contracts. They competitively solicited in the fourth quarter of 2019. That was a small purchase contract. In July 2021, the \$199,000 contract was brought to the Board. Ms. Birdsong Terry offered a tutorial to show the benefits of the TransDASH software. Mayor Weiss asked what is changing in the current contract and what TransDash is. Ms. Bober said the survey work was added to the current TransPro contract by change order. None of what was discussed today includes any survey work. He asked would the survey work be comparable to what will be bid out separately. Ms. Dangelo added that when they solicited for the new contract they felt they could get the survey services

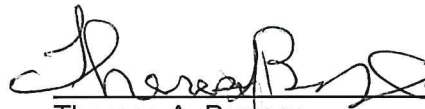
competitively solicited because other companies do this work and that data could be loaded into TransDASH.

The surveys help RTA tackle problems. Previously, data was handled by a few employees, but it wasn't adopted throughout the Authority. Performance evaluations includes the GM/CEO's evaluation and integrating the metrics into all staff evaluations. TransDASH allows us to look at the data across the nation and compare ourselves. Ms. Welch believes this is great work. The Board should use it to make decisions. Data helps us prioritize and meet the needs of the public and community. Mayor Biasiotta said scorecards and surveys help to separate perception and reality and is a requirement for any good benchmarking. The Board will wait for the follow-up information from staff before it comes to a vote in two weeks. It was moved by Mayor Biasiotta, seconded by Ms. Welch and approved to move this to the full Board.

The meeting adjourned at 10:48 a.m.



Rajan D. Gautam
Secretary/Treasurer



Theresa A. Burrage
Executive Assistant